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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section B. Operations Group

The present section describes the current functions and organization of the Operations Group, which includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management.

CHAPTER I. NEW YORK HEADQUARTERS

B. Operations Group

The Operations Group, which is coordinated by the Deputy Executive Director, Operations, includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management.

Division of Financial Management

General functions and responsibilities

The Comptroller, who is the Director of the Division, is responsible for the direction and management of all financial and accounting activities of the organization. Those responsibilities are exercised directly at headquarters and through three functional sections of the division and extend functionally to the Geneva Office, the Supply Division at Copenhagen, the Greeting Card and related Operations (GCO) and all field offices through the issuance of financial, accounting and budgetary instructions.

Organization of the Division

The Division includes the Comptroller's Office and three functional sections: Accounts, Finance and Budget. The respective functions and responsibilities are described below.

Comptroller's Office

Through the Deputy Executive Director, Operations, the Comptroller advises the Executive Director on all financial matters; ensures the financial planning, management and accountability of the organization; exercises the financial and accounting control functions in accordance with the organization's relevant policies; coordinates with the Division of Personnel on matters concerning the recruitment and placement of finance, accounting and administrative staff and participates in budget reviews; coordinates UNICEF relations with the United Nations Board of Auditors; and chairs or participates in the Finance Advisory Committee, the Internal Audit Committee, the Budget Planning and Review Committee, the Contract Review Committees, the Insurance Survey Board and the Property Survey Board.

Accounts Section

The Accounts Section is responsible for implementing the organization's accounting policies; providing functional guidance and staff training to offices throughout the organization; maintaining the organization's books of accounts; and preparing the annual financial report and accounts. The major responsibilities of the section are:

(a) To direct the accounting function and maintain the organization's official books of accounts, including those of GCO, the UNICEF warehouse at Copenhagen and field offices;

(b) To establish accounting policies of the organization so that they serve the accounting requirements of UNICEF while ensuring compliance with UNICEF Financial Regulations and Rules and accepted accounting principles;

(c) To formulate and implement procedures that enhance the accuracy of the accounts and reflect fairly the financial position of the organization and the result of its operation at year-end;

(d) To establish effective internal accounting control procedures that provide adequate security for the assets of the organization;

(e) To coordinate the formulation and evaluation of financial reports used by other divisions and offices as performance measurements and maximize the benefits of management information obtainable from the finance database;

(f) To serve as the authoritative source to the heads of major organizational units regarding the management of financial data to be used in dealing with donors and in the development of the broad objectives of the organization that have financial implications;

(g) To discuss audit findings and recommendations with both the external and internal auditors and agree on implementation of the recommendations.

Finance Section

The Finance Section is responsible for the management, monitoring and control of UNICEF financial assets and liabilities and of the financial services provided to staff, and for authoritative financial information and direction on matters related to the financial operations and position of UNICEF. The major functions of the section are:

(a) To manage the financial operations of the Treasury and Cashier Units and of UNICEF global financial arrangements to ensure that the receipt, disbursement, payment and investment of UNICEF funds are controlled and monitored according to the Financial Regulations and Rules, financial procedures and Financial Advisory Committee Guidelines;

(b) To direct and coordinate the financial management of assets and liabilities to maintain the required cash flow, liquidity and fund balance consistent with operational requirements and financial guidelines. This includes the financial management of income recognition, the collection of receivables and the establishment of special accounts;

(c) To manage the delivery of financial services for staff, including payrolls, personal entitlements, pension fund, personal advances and recoveries;

(d) To assist field offices with financial planning and advice, particularly on new financing techniques.

Budget Section

The Budget Section is responsible for budget planning, preparation, monitoring and control; budget reviews; and organizational and management analysis. In managing the budget, the responsibilities of the section are:

(a) To establish basic budgeting concepts, budget format, budget cycle, budget methodology and techniques and organizational structures;

(b) To prepare the budget input to the financial plan and the medium-term plan, prepare budget instructions and maintain the budget manual;

(c) To administer and control budget allotments, expenditure approval, miscellaneous obligating documents, post authorization tables, post control analysis, organization charts, budget transfers and cost-benefit analysis;

(d) To act as secretariat to the Budget Planning and Review Committee (BPRC) for the preparation and submission of the agenda, notification of BPRC of any matters related to policies and procedures that are necessary for information or possible action, preparation of minutes and reporting on follow-up actions and all correspondence concerning budgetary issues and coordination of the biennial regional and headquarters budget review process;

(e) To train and conduct orientation of new international Professional staff on UNICEF budget policies and procedures;

(f) To maintain liaison with the secretariat of the Advisory Committee on Administrative and Budgetary Questions on behalf of the Deputy Executive Director, Operations, with regard to budget policy formulation, interpretation of United Nations administrative and budgetary procedures and information regarding proposed UNICEF budget estimates.

Division of Personnel

General functions and responsibilities

The Division of Personnel facilitates effective planning and management of UNICEF human resources. It is responsible for determining the organization's human resources requirements and developing personnel policies and conditions of service which will facilitate attracting, developing, deploying and retaining staff of the highest calibre to support the programme goals, priorities and objectives of UNICEF.

Organization of the Division

The Division is headed by a Director who is the chief administrator of UNICEF personnel policies and procedures. The Director is assisted by two Deputy Directors, one of whom is responsible for the area of Human Resources Planning and Development (HRPD) and the other for the area of Human Resources Administration (HRA). Within the overall framework of the mandate, goals and objectives of UNICEF, the Director develops and coordinates implementation of

the Division's strategies and plans of action for meeting the organization's needs. The Director is also responsible for:

(a) Advising the Executive Director on personnel matters and issues affecting staff relations;

(b) Participating in inter-agency forums on the development of personnel policies applicable to agencies within the United Nations common system;

(c) Coordinating the development and implementation of UNICEF personnel policies and procedures;

(d) Appearing before United Nations judicial bodies to defend administrative decisions on personnel issues taken by UNICEF management;

(e) Ensuring the fulfilment of personnel-related legislative mandates.

Human Resources Planning and Development

HRPD evaluates the organization's current and medium-term staffing requirements and formulates strategies to use existing staff to their fullest potential, or to recruit qualified external candidates to fill UNICEF staffing needs. It also ensures that staff maintain the highest professional competence and helps to develop their potential to take on new challenges. Within HRPD there are two sections:

Recruitment and Placement Section. The Section is responsible for identifying, assessing and placing internationally recruited Professional staff. The Section undertakes frequent missions to countries and academic institutions throughout the world. The Section also administers and coordinates the UNICEF rotation policy, under which staff, upon completion of their tours of duty (normally three to five years, depending on the degree of hardship at the location), are considered for redeployment to other duty stations;

Training and Staff Development Section. The Section is responsible for formulating training policies and coordinating training and performance-enhancing activities crucial to the effective performance of staff and to the development of their fullest potential. Through a newly implemented planning process, the skills and expertise required by individuals, offices or the organization as a whole are analysed and appropriate training programmes identified or developed by the Section to meet those needs. Besides conducting workshops and seminars, the Section also develops training materials on UNICEF-specific programme areas and processes, resource management and operational topics such as personnel, administration, finance and accounting and orientation for newly recruited staff. The Section arranges annual orientation briefings for newly appointed country representatives and also administers the External Study Leave Programme.

Human Resources Administration

HRA institutes and administers appropriate conditions of service, terms of employment, benefits and allowances, ensuring that the organization is able to retain staff of the highest calibre and to provide a safe and secure working

environment for staff and their families. These duties are carried out by the following two sections:

Compensation and Classification Section. The Section is responsible for the classification of all UNICEF posts world wide and for coordinating with the United Nations system in establishing salary scales and related benefits and allowances for local staff in non-headquarters locations. The Section closely administers the application of job classification standards established by the International Civil Service Commission to all posts in the organization. The Section technically classifies all international and national Professional posts globally and all General Service posts in New York. The Section develops generic job descriptions for all major occupational groups in the organization and also institutes standard job titles and categorizes posts into occupational groupings;

Personnel Services Section. The Section ensures that the United Nations Staff Rules and Regulations and UNICEF personnel policies and procedures are applied correctly and consistently to all staff in the organization. The Section is responsible for: preparing letters of appointment setting out the terms and conditions of service of staff; administering benefits and entitlements; coordinating travel and shipping arrangements for staff on assignment/transfer; monitoring contracts and arranging for their extension or non-renewal; arranging health, life and/or property insurance for staff and assisting staff in submitting compensation claims; and providing administrative support and guidance to Appointment and Placement Committees when reviewing promotions and the contractual status of staff. The Section also serves as the focal point for staff/management relations through regular meetings with staff representational bodies, such as the New York Staff Association and the Global Staff Association. The Section is responsible for coordinating evacuation of staff and their family members to treatment facilities or safe havens in case of medical or security emergencies.

Office of Administrative Management

General functions and responsibilities

The Office of Administrative Management provides administrative and management services through support and advice to field and headquarters offices.

Organization of the Office

The Office comprises the following organizational sections: Office of the Director; Field Services; Headquarters Services; and Travel and Transportation Services.

Office of the Director

The Office of the Director is responsible for the planning, budget and overall direction of the organization's administrative management functions. The Office serves as the focal point for administrative systems and organizational issues and represents UNICEF at various inter-agency forums on

administrative management issues. In carrying out these responsibilities, the Director is supported by a Deputy Director.

The Legal Unit, as part of the Director's Office, is the focal point in UNICEF for legal matters and liaises with the United Nations Office of Legal Affairs, as appropriate. The Unit is responsible specifically for the following:

(a) Basic operation agreements; clearance of drafts; advice and support during negotiations with Governments; and host country agreements at headquarters locations;

(b) Lease and land agreements and property conveyancing;

(c) Legal aspects relating to major negotiations with commercial entities providing services to UNICEF;

(d) Such miscellaneous legal matters as bequests and court proceedings.

The Unit also advises on related policies and procedures.

Field Services Section

The Section provides administrative management support and advice to field offices and to headquarters locations outside New York. Specific responsibilities include:

(a) Planning and directing facilities management services world wide, including coordination with other United Nations agencies on common premises construction projects, office relocations, UNICEF construction/renovation projects and purchase/sales of staff housing;

(b) Negotiating leases and construction contracts for offices and staff accommodation;

(c) Managing and administering security of office premises, warehouses and staff housing;

(d) Coordinating administrative actions with the United Nations, the United Nations Development Programme and other United Nations agencies on matters affecting UNICEF offices;

(e) Authorizing housing subsidies, rental advances, initiating action on claims to the United Nations Compensation Board, updating the UNICEF Field Directory and administering the UNICEF household appliances scheme;

(f) Issuing administrative instructions relating to matters of an administrative nature and ensuring uniform administrative practices at headquarters and field offices;

(g) Exercising organization-wide inventory control over administrative property;

(h) Monitoring administrative vehicles and their insurance coverage world wide.

Headquarters Services Section

The Section provides administrative and management support to New York headquarters in relation to:

(a) Office space planning and maintenance (space layout and planning, repairs and alterations of premises);

(b) Communications (mail and pouch operations), including courier services;

(c) UNICEF and United Nations documents (printing, duplicating, distribution and archiving);

(d) Office supplies, furniture and equipment and systems of inventory control;

(e) Providing conference services;

(f) Budget planning and monitoring of expenditures related to headquarters services;

(g) Ensuring security of New York headquarters office premises and property.

Travel and Transportation Services Section

The Section provides travel and transportation services to headquarters and field staff and consultants, comprising:

(a) Advice on itineraries, entitlements and fares;

(b) Arranging visas;

(c) Issuing travel authorizations and processing claims;

(d) Arranging hotel accommodations;

(e) Administering shipment of personal and household effects;

(f) Arranging insurance coverage and claims;

(g) Negotiating with travel agencies and preferred airline carriers for the best rates, services and discounts.

Supply Division

General functions and responsibilities

The Supply Division in New York acts primarily as a liaison office to represent the Director in New York. It is headed by a Deputy Director who attends interdivisional meetings and acts as the focal point for supply- and procurement-related questions arising in the New York office. A small procurement team is responsible for purchasing computer-related equipment and administrative supplies for the New York office. (See Chapter II, Section B, for a description of the Supply Division at Copenhagen.)

Office of Information Resources Management

General functions and responsibilities

The Office of Information Resources Management is responsible for developing and implementing policies, projects and procedures to manage organizational information systems and supporting information handling resources efficiently and effectively. It is also responsible for providing technical support services in the selection, acquisition and installation of computer hardware, software and networks, telecommunications, records management and user support in New York.

Organization of the Office

The Office comprises the following four sections: Information Planning; Information Applications; Technical Support; and Information Services. The respective functions and responsibilities are described below.

Information Planning Section

Major functions of the Section include: articulating and developing methodologies and tools for identifying and modelling information requirements and assisting other offices in their use; planning and coordinating the development of global information systems; developing strategic plans for the information management function as a whole; coordinating information management projects involving different sections of the office or other divisions; administering the organization-wide data model and database; developing procedures for managing the work of the office; and overseeing the general administration of the office.

Information Applications Section

The major functions of the Section include managing specific electronic information system-related projects, including interaction with user divisions in analysing specific organizational information systems needs; determining the feasibility of proposed electronic information systems; designing organizational electronic information systems; implementing, testing, installing and documenting organizational electronic information systems.

Technical Support Section

The Section's major functions include establishing organizational standards for computer hardware, software and networks; managing computer and related communications installations at New York headquarters, including the operation of computer hardware/software and security considerations; and administering telecommunications systems (telephone, telex, UNICEF electronic information network) at New York headquarters.

Information Services Section

The Information Services Section serves as the major interface between the user and other, more technical, functions. Major functions include:

(a) Assisting users in how to use organizational data/electronic systems to support their work more effectively; solving information systems-related problems encountered by users in the course of their work; providing information to users on recent developments in the computer/information systems field; installing/upgrading personal computer hardware and standard software; and providing training in commonly used UNICEF applications software;

(b) Establishing standards, procedures and systems for records management; coordinating the development and maintenance of organizational manuals; and advising in the development of office/division filing systems.